



THE U.S. ARMY JUNIOR ROTC PROGRAM GUIDE FOR ADMINISTRATORS



"To Motivate Young People to be Better Citizens"

THE U.S. ARMY JUNIOR ROTC PROGRAM GUIDE FOR ADMINISTRATORS



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DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND
204 1ST CAVALRY REGIMENT ROAD
FORT KNOX, KENTUCKY 40121-5123

December 14, 2022

Dear Valued Partner:

Thank you for your continued support of the Army Junior Reserve Officers' Training Corps (JROTC) program. In over 1,700 schools across our country, U.S. Army Cadet Command (USACC) partners with High School administrators to deliver a world-class leader development program designed to create better citizens for our nation.

You may have seen the recent Congressional hearing and national media reporting concerning instances of JROTC instructor sexual misconduct against students. Let me be very clear, JROTC instructor sexual misconduct is unacceptable and represents a failure of our obligation to safeguard our nation's youth. As the USACC Commanding General, you have my unwavering commitment to ensuring the safety and wellbeing of the participants in this program and to holding personnel appropriately accountable for incidences of misconduct and abuse. We are currently conducting a holistic review of the regulations and policies governing the program to ensure we have effective oversight of Army JROTC.

You are an essential partner in ensuring the success of this program. As the employer, you have authority to hire, supervise, train, pay, recognize, evaluate and if necessary, terminate employment of your JROTC instructor employees. We developed this guide to provide you essential information about the JROTC program at your fingertips.

We take all allegations of JROTC instructor misconduct seriously. Your timely action to notify us of any concerns about your program or allegations of instructor misconduct ensures our ability to take appropriate action to address the issue. If you have any concerns regarding the administration of your JROTC program or about your JROTC instructor employees, please reach out to the points of contact identified in section 2.8 of this document immediately. Your efforts to keep us informed of any change in JROTC instructor status are crucial to our instructor decertification process.

The overwhelming majority of JROTC instructors are doing the right things every day. As your partner, we remain committed to ensuring only the best-qualified individuals serve as JROTC instructors in your classrooms. We recognize and thank you for accepting this opportunity to link your community with our incredible Army family.

Thank you for your commitment to Army JROTC where it is our mission to motivate young people to be better citizens and to instill in them the values of personal responsibility, community service and a sense of accomplishment. I look forward to hearing about your Cadets' success stories and ideas to make this program even better!

Sincerely,

A handwritten signature in black ink that reads "Antonio V. Munera".

Antonio V. Munera
Major General, US Army
Commanding

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GENERAL PROGRAM INFORMATION

1-1 MISSION PHILOSOPHY

The Army Junior Reserve Officers' Training Corps (JROTC) is the Department of Defense's (DoD) largest youth program in the world. The JROTC Program's mission philosophy is "To Motivate Young People to be Better Citizens" and it is a service to our nation that provides Cadets the motivation and skills to remain drug free, graduate from high school and become successful citizens. The program instills in students from secondary educational institutions the values of citizenship, service to the community and the United States, personal responsibility and a sense of accomplishment. While participation in JROTC does not require a military service commitment, Junior ROTC Cadets may qualify for an advanced placement in the Senior ROTC Program or in the Active or Reserve Components of the Armed Forces. Cadets may be authorized the enlistment grade of Private First Class (PFC/E-3) if they have completed three or more years of JROTC with a recommendation from the Senior Army Instructor (SAI).

1-2 PROGRAM GOALS

JROTC provides Cadets the motivation and skills to become successful citizens by:

- Improving physical fitness
- Remaining drug free
- Thinking critically and creatively
- Communicating effectively
- Working as a team member
- Graduating from high school
- Pursuing meaningful careers especially in the areas of science, technology, engineering and mathematics (STEM)

1-3 CHARACTER OF PROGRAM

Participants in the program are provided an opportunity to acquire relevant general knowledge and to develop personally. Schools providing a JROTC program will offer their students the challenge of intellectual inquiry facilitated by retired military instructors who are experienced leaders. The program provides an atmosphere designed to develop, enhance and sustain the qualities of leadership. Through student-centered classroom activities and outside related experiences, the participants acquire the knowledge, skills, self-discipline, patriotism, sense of responsibility and respect for authority that will better prepare them for the future. The program enables Cadets to better serve their country as leaders and citizens, whether they join the workforce, join the military or pursue higher education.



SGM Paul C. Grey Memorial Drill Championships Color Guard

1-4 ENROLLMENT REQUIREMENTS

All students must be enrolled in and attending a full-time regular course at an institution offering JROTC instruction or at a full-time accredited educational activity that has an agreement with the host institution (to include home school students) to allow the student to participate in JROTC. Students must be in a grade above the seventh grade during the school year of enrollment and maintain an acceptable standard of academic achievement and conduct as required by the JROTC Program and host institution. Cadet enrollment must be 10 percent of the number of students enrolled in the institution who are in a grade above the 7th grade, or 100 students, whichever is less.

1-5 POLICY OF NONDISCRIMINATION

School authorities must agree, as a condition for participation in the program, to adhere to a policy of nondiscrimination on the basis of race, religion, color, gender, sex, marital status, political affiliation, physical disability, national origin, sexual orientation or status as a parent with respect to admission or subsequent treatment of Cadets/students and instructors. They also agree to abide by Headquarters, Department of the Army (HQDA) and U.S. Army Cadet Command (USACC) contractual and regulatory guidance. JROTC units will adhere to USACC contracts and regulations as well as policy guidance implemented by schools and/or school districts. All violations of this policy are a matter generally within the purview of school authorities. Any substantiated violations of this policy must be promptly reported to USACC. School authorities have a reasonable period of time to resolve violations. It is the responsibility of the school official, Director of Army Instruction (DAI), SAI or any member of the unit having knowledge of these charges, but not a party to the violation, to make this report.

1-6 BENEFITS TO THE SCHOOL

The benefits of having a JROTC program in the school are a new curriculum, student leadership development, character education and life skills. Other benefits include increased parental and student involvement, higher student attendance, higher graduation rate and decreased discipline problems. JROTC provides access to a nationwide support network.

1-7 BENEFITS TO THE STUDENT

There are a myriad of benefits in the JROTC program to the students including earning credits for graduation. Cadets participate in a nationally accredited classroom curriculum as well as in co-curricular activities where they have the opportunity to demonstrate the leadership, teamwork and decision-making skills they developed in the classroom. Some of the co-curricular events include Archery, Raider Challenge, Robotics, CyberPatriot, CyberStart, JROTC Cadet Leadership Camps (JCLCs) and STEM camps, the National Flight Academy and the JROTC Leadership and Academic Bowl (JLAB) among others.

1-8 JROTC SUMMARY

JROTC is a cutting-edge leadership and citizenship program that consistently moves forward to improve a Cadet's leadership, social, emotional and academic skills. The program includes classroom academic studies, character education, team building, leadership opportunities, intramural competitions, field trips and unique training opportunities. JROTC does NOT recruit for the Armed Forces nor do the Cadets have a service obligation. JROTC also does NOT conduct combat skills training. JROTC is a highly visible program with many benefits and advantages for the student, the school, the parents and the community. All of our instructors are positive role models selected based on their honorable military service, experience, training proficiency and expertise, people skills and professionalism. Any JROTC Instructor who fails to

uphold these traditions is subject to discipline in accordance with school/school district policies and potential decertification as a JROTC Instructor.

1-9 REFERENCES

Title 10, United States Code, Section 2031, Department of Defense Instruction (DODI) 1205.13, Army Regulation (AR) 145-2, and U.S. Army Cadet Command Regulation (CCR) 145-2.



The National High School Drill Team Championships at the Ocean Center in Daytona Beach, Florida

INSTRUCTOR MANAGEMENT

Army JROTC was implemented with the passage of the National Defense Act of 1916. Under the provisions of the 1916 Act, high schools were authorized the loan of federal military equipment and the assignment of active or retired military personnel as instructors. The 1964 Revitalization Act opened JROTC up to the other services and replaced most of the active duty instructors with retired members of the Armed Forces who work for and are cost-shared by the school districts.

Success of the JROTC program depends upon qualified instructors. To support the Junior ROTC program, the Army may assign active duty, and/or authorize schools to employ retired commissioned and noncommissioned officers certified by the Commanding General, USACC to lead JROTC units as administrators and instructors.

Schools must employ an adequate number of officers and noncommissioned officers to effectively host a JROTC program. Unit staffing authorization levels will be based upon figures reflected in the unit annual Opening Enrollment Report. Instructor staff increases will be based upon the enrollment figures for two consecutive years to avoid instability in the instructor force. All schools hosting a JROTC program **must employ two JROTC Instructors**; one retired officer or retired warrant officer (with a baccalaureate degree) to serve as the SAI and one retired noncommissioned officer or retired warrant officer to function as the Army Instructor (AI). JROTC Instructors are employees of the host school, subject to the same policies, procedures and terms of employment as any other teacher. School authorities shall apply their hiring procedures to employ certified instructors.

2-1 INSTRUCTOR MANAGEMENT

To ensure the best-qualified instructors are referred to schools, USACC JROTC will certify and assist schools in hiring qualified retired officers and noncommissioned officers. USACC will advertise vacancies, provide an eligibility list of instructors to school officials, conduct security background checks and manage instructor personnel records.

2-2 INSTRUCTOR PAY

The Army is authorized to provide cost-share reimbursement for retired Army Soldiers employed by the school whose qualifications are approved by the Commanding General, USACC. The Army reimburses the school in an amount equal to one-half the difference between the instructor's retired pay and the amount of pay and allowances (excluding hazardous duty pay) the instructor would receive if ordered to active duty. The school must submit a request for hire letter, Department of Defense (DD) Form 2767 (Annual Certification of Pay and Data), DD Form 2754 (Pay Certification Worksheet for Entitlement Computation) and copy of dependent verification documents within 30 days from effective date of hire to obtain monetary allowances from the Army for payment of authorized instructors. The forms should be completed by the appropriate school finance or personnel representative and the instructor. Failing to submit this form will delay reimbursement to the school for instructors' pay.

2-3 INSTRUCTOR CONTRACTS

The school or school district is the employing agency of all JROTC personnel. The length of the employment contract as negotiated by the JROTC Instructor and school officials should be up to 11 months but for no less than 10 months per year. It is recommended that employing agencies negotiate 12-month contracts with instructors to continue year-round program management. However, reimbursement will only be for up to 11 months. Schools are expected to treat instructors as other Department Heads and teachers in the school (e.g., ensure they are

involved in budget and other school decisions, included in professional/staff development, offered the same opportunities for teacher of the year, receive equitable supplemental pay/stipends for co-curricular activities, etc.).

2-4 INSTRUCTOR ELIGIBILITY

Only Active Duty, Active Guard Reserve and Army Reserve retirees are eligible to serve as instructors in Army JROTC units. USACC will determine the applicant's eligibility, suitability and qualifications through satisfactory interview, physical examination, service record, review of application packet and other materials to serve as Army JROTC Instructors.



A JROTC instructor teaches Cadets the JROTC curriculum

2-5 BACKGROUND CHECKS

All applicants are required to have a background check upon initial hire. USACC vets all instructors in accordance with DoDI 1402.05 (Background Checks on Individuals in DoD Child Care Services Programs) and Army Directive 2014-23 (Conduct of Screening and Background Checks For Individuals Who Have Regular Contact With Children in Army Programs) with a Child Care National Agency Check and Inquiries (CNACI) background investigation and periodic reverification every 5 years. All JROTC Instructors must have a complete comprehensive CNACI investigation and must be found suitable to remain a JROTC Instructor. Instructors who are found unsuitable are removed from the JROTC classroom.

2-6 JROTC INSTRUCTOR RESPONSIBILITIES

Army JROTC Instructors manage the educational, administrative and operational aspects of the unit as well as implement policies and procedures administered by the school and the U.S. Army. The SAI is the department head and chief instructor of the JROTC unit. The senior instructor will work in coordination with school officials to establish procedures relating to the administration, control and training of JROTC Cadets.

2-7 SERIOUS INCIDENT REPORTS (SIRs)

District Administrators, Principals, and/or Assistant Principals will notify the Brigade Headquarters directly or via the DAI/SAI upon discovery of any misconduct or adverse action involving any JROTC personnel. The DAI/SAI and/or Brigade Headquarters will be proactive in gathering information in an effort to submit Serious Incident Reports (SIRs) in a timely manner to USACC. Brigades will report all serious incidents required by USACC SIR Policy. The names of Cadets will not be listed in SIRs. Cadets will be referred to as Cadet [Redacted].

2-8 JROTC HEADQUARTERS AND BRIGADE POINTS OF CONTACT

JROTC Headquarters and Brigade Points Of Contact			
HQ	Title	Phone Number	Extension
HQ	Director	502-624-7329	
HQ	Deputy Director	502-624-7333	
HQ	Chief, Instructor Management	502-624-1587	
HQ	Chief, Training & Operations	502-624-1793	
HQ	Chief, Education & Curriculum	502-624-1228	
BDE	Title	Phone Number	Extension
2nd BDE: AE, CT, MA, ME, NH, NJ, NY, PA, RI, VT			
2	Chief	609-562-4888	
3rd BDE: IA, IL, KS, MI, MN, MO, ND, NE, SE, WI			
3	Chief	847-688-3328	127
4th BDE: DC, DE, MD, NC, SC, VA, WV			
4	Chief	910-396-4066	
5th BDE: AR, AZ, CO, NM, OK, TX, UT, WY			
5	Chief	210-295-2009	
6th BDE: AL, FL, GA, LA, MS, PR, VI			
6	Chief	256-665-8554	
7th BDE: IN, KY, MI, OH, TN			
7	Chief	502-624-3275	
8th BDE: AK, AS, CA, GU, HI, ID, MP, MT, NV, OR, WA, JPN, KOR			
8	Chief	253-966-7184	

2-9 ADDITIONAL DUTIES

JROTC Instructors are to perform only those duties connected with the instruction, operation and administration of the JROTC program. During the normal academic day, individuals employed as JROTC Instructors will not perform duties or teach classes in any discipline other than stated in the program of instruction. JROTC Instructors should not be used as substitute teachers for other classroom instruction. This provision is not intended to preclude JROTC Instructors from serving on committees or performing other routine duties regularly rotated among other teachers in the school. The SAI and AI are members of the faculty and teach an integral part of the school's curriculum. They are subject to the same co-curricular assignments and duties as other teachers, such as homeroom and study hall monitor, and usually receive the same benefits of sick leave, holidays and vacations.

The school may contract with the instructor for additional services, outside of the normal academic day, but such services may not conflict with, or be in substitution for teaching the JROTC curriculum. Instructors are employees of the host institution and are not required to travel to other locations to provide instructions at a non-host institution.

2-10 PERFORMANCE COUNSELING/SCHOOL EVALUATIONS

The Army considers the performance review, appeal process and the complaint system available in a school district to be adequate protection for instructors from unfair evaluations.

Mandatory performance counseling will be documented on a school approved document or in a memorandum during the initial counseling and on subsequent counseling conducted on a semi-annual basis. SAIs will conduct initial performance counseling for AIs within the first 30 days of employment and then semi-annually. DAIs will conduct initial counseling for SAIs within their district within the first 30 days and then on a semi-annual basis. For schools under a Brigade Headquarters control (no DAI), the Brigade JROTC Chief, or designated staff member, will perform the counseling for SAIs. Brigade JROTC Chiefs will conduct performance counseling for programs with DAIs. The performance of instructors will be reviewed using performance counseling forms, unit visits, classroom evaluations and inspections. Reviews will determine whether the instructors, individually and collectively, are effective and efficient in conducting instruction, unit operations and JROTC activities in accordance with regulations and other directives. Performance counseling should address satisfactory and/or unsatisfactory performance. Forms may be downloaded from <https://www.usarmyjrotc.com>.

2-11 INSTRUCTOR/CADET OR STUDENT FRATERNIZATION

Instructors are prohibited from engaging in and tolerating fraternization or unprofessional relationships with Cadets. Examples include, but are not limited to physical contact with a student, socializing in an overly familiar manner such as texting, social networking, tweeting, blogging, etc. Instructors will not allow Cadets to perform personal services (e.g., babysitting, house sitting, pet sitting, yard work, etc.). Counseling or talking to Cadets alone behind closed doors is prohibited. Violations of these policies may result in probation/decertification for JROTC personnel. Cadets who violate this policy may be disenrolled from the program.

2-12 INCIDENTS OF MISCONDUCT

When any incident occurs, host educational institutions are required to notify the USACC Brigade Commander of any allegations of misconduct by their school employee hired as a JROTC Instructor. When the host schools investigate their JROTC Instructors for misconduct or remove those instructors from their roles, USACC will immediately suspend instructor qualifications and may decertify instructors based on the outcome of the school or local law enforcement agency investigation.

USACC has policies, procedures and training designed to prevent JROTC Instructor misconduct and rigorously screen applicants in an attempt to recommend the best qualified applicant to a host educational institution for employment consideration. The vetting process includes Federal background checks, New Instructor Orientation Training, and subsequent local and state employment requirements by the hiring school district. Additionally, there are annual training requirements for current instructors that include presentations by external groups and a requirement to complete "The Good Teacher" online training annually.

2-13 TRAINING AND PROFESSIONAL DEVELOPMENT

JROTC Instructors must participate and complete the 5-step instructor-training plan as well as professional development at the JROTC School of Cadet Command (JSOCC). Completion of the 5-step instructor-training plan is a requirement for initial certification and continued certification for JROTC Instructors. See the 5-step training plan below.

- JROTC Basic Certification:
 - Phase 1 - Distance Learning Course (Completion within 6 months of hire)
 - Phase 2 - Resident Course (Completion within 12 months of hire)
- Continual Learning Education Course (Completion within 2 years of hire)
- Brigade Training Workshop (Completion once every 3 years)
- Resident Advanced Recertification Course (Completion every 5 years of hire)

2-14 POINT OF CONTACT

Chief, Instructor Management Division at 1-800-347-6641 or e-mail:
usarmy.knox.usacc.mbx.hq-jrotc-im@army.mil.

2-15 REFERENCES

Army Regulation 145-2 and Cadet Command Regulation 145-2



Email Instructor
Management Division



The National JROTC Fitness Challenge Championships in Daytona Beach, Florida

CADET MANAGEMENT

Army JROTC Cadets are students currently enrolled at the host school or are transported from another school within the same district to participate in JROTC. Students must have completed the 7th grade. For JROTC to have its greatest impact upon students, participants must adhere to a prescribed set of standards that might be more stringent than those of other students or the larger community.

3-1 JROTC CADETS

Students who meet eligibility requirements for membership, are enrolled in the program and participate in the curricular and co-curricular activities of the unit are considered JROTC Cadets. A student who is ineligible for enrollment as a Cadet may be authorized to attend JROTC instruction as a Participating Student if the SAI and principal determine the student does not adequately meet the standards to qualify as a Cadet. The number of Participating Students will not exceed 2% of the program without a waiver from the Brigade Commander. Students enrolled in an adaptive physical education program may participate. However, the school will provide any special equipment or additional instructors that may be needed to instruct these students at no cost to the government. The school must also coordinate with the instructor to ensure these students do not disrupt the presentation of the JROTC curriculum.

3-2 ADMISSION OF STUDENTS

JROTC units will reflect a cross-section (within 10%) of the school's population. Administrators and counselors must work closely with JROTC Instructors to ensure the students enrolled represent the diversity of the school enrollment to maintain the balance required for an effective program (e.g., under normal circumstances there should not be more special needs students or students with disciplinary problems in JROTC than exist in the overall school population). College bound students should also have ample opportunity to participate in JROTC. Ideally the program will have a balance of ethnicity, gender and race, though programs need not stay within 10% of the school's population in each area. However, if the unit has an obvious imbalance in any area, administrators, counselors and JROTC Instructors must make a conscious effort to determine the reason and to address it.

Note: Students with disabilities, with the concurrence of the principal, may participate. Participation from the entire student body should be the goal of every unit.

3-3 EIGHTH GRADE PARTICIPATION

Students above the seventh grade and physically co-located with a participating JROTC unit of the ninth grade or above may participate in JROTC. With regards to curriculum management, a potential recommendation for programs with 8th graders includes beginning with Leadership, Education and Training (LET) 1, followed by LET 2 for 9th graders, LET 3 for 10th graders, LET 4 for 11th graders and LET 4L for 12th graders, with heavy electives and greater involvement with the underclass teaching for those 12th graders. Another suggestion includes implementing LET 1 Core and available electives between 8th and 9th grade, with the remaining years proceeding as normal: LET 2/10th grade, LET 3/11th, and LET 4/12th. Again, these are suggestions, and the JROTC program recommends the instructor work with their school and district administration to identify what best fits their school and Cadets.

3-4 UNIFORM WEAR

Cadet Command Regulation 145-2 prescribes the uniform, uniform devices and the manner of wear for JROTC Cadets. The Army ensures Cadets are furnished the proper number and type of issue-in-kind uniforms.



SGM Paul C. Grey Memorial Drill Championships in Hardin County, Kentucky

The JROTC Cadet Army Service Uniform (C/ASU) and the Army Camouflage Uniform (ACU) are authorized for wear by JROTC Cadets. The C/ASU uniform is the standard for the classroom and campus. Cadets will only wear the ACU for adventure training, JCLC, or special team activities. Cadets will not wear the ACU on campus during the normal school day. JROTC Cadets will wear the Class "A" or "B" uniforms as explained in CCR 145-2 one day per week, except Military Schools that have requested and received permission to wear a distinctive uniform. The fitting standards, wearing instructions, personal grooming standards and wear of religious items, tattoos and body piercing are also described in CCR 145-2. It is the Cadet's responsibility to maintain all uniform items in a clean and orderly condition during the school year and prior to turn-in, and the instructor's responsibility to ensure the Cadets adhere to standards.

While this guide prescribes policies, assigns responsibilities and provides guidance for the Army JROTC/National Defense Cadet Corps (NDCC) programs, its primary focus is on assisting our nation's students with becoming better citizens. This mission is a shared responsibility between the U.S. Army and our nation's school systems, and provides a baseline of values for our students, instructors and programs. This includes personal appearance standards for our students/Cadets. A Cadet's personal appearance contributes to building the esprit de corps, pride, teamwork and discipline for the unit. Personal appearance standards should help to solidify these values. However, those standards should not discourage students from participating in the JROTC program.

Schools may submit an exception to policy memorandum to amend Cadet personal appearance standards. The memorandum will be signed by the school's administration and forwarded through the Brigade Commander and the USACC JROTC Director for their recommendations. Upon USACC legal review, the Deputy Commanding General, USACC has final decision authority. If the exception to policy is disapproved, the school will be notified of the decision and given the opportunity to appeal to Commanding General, USACC within 10 calendar days after the decision. The Commanding General, USACC is the final authority.

3-5 CONDUCT WHILE IN UNIFORM

Uniforms will only be worn while traveling to or from, or while participating in, official JROTC activities. JROTC Cadets are prohibited from wearing the Army uniform when:

- In connection with any political or commercial interests
- Engaged in off-duty civilian employment
- Participating in public speeches, interviews, picket lines, marches, rallies, or public demonstrations, except as authorized by the Commanding General, USACC
- Attending any meeting or event that is a function of, or is sponsored by, an extremist organization
- Wearing the uniform would bring discredit upon the Army
- Specifically prohibited by Army regulations

Inappropriate behavior while in uniform is prohibited. This behavior includes, but is not limited to horseplay, fighting, verbal threats and physical attacks. JROTC Cadets will not engage in any public displays of affection (PDA) while in uniform.

3-6 HAZING AND HARRASSMENT

Hazing is defined as the practice of directing someone of lesser rank to perform a humiliating act that entails the surrender of dignity and self-respect, or hazardous action that exposes one to physical danger or bodily harm. Hazing is strictly forbidden. Harassment of any Cadet, by anyone, of any rank, is strictly forbidden. Misuse of any authority will not be condoned or tolerated. Actions of this nature include using improper or abusive language. There will be no coercing of lower class JROTC members into activities that they would not otherwise participate in.

Any form of hazing, harassment or bullying by JROTC Instructors and Cadets is strictly prohibited. This could result in probation/decertification for JROTC personnel. Instructors will disenroll Cadets violating this policy from the program. Instructors and/or Cadets are not authorized to require Cadets to execute any form of physical punishment or discipline. No unit or school sponsoring a JROTC unit may encourage, facilitate or otherwise condone secret societies, private clubs or military tactical training as part of the JROTC program. Cadets may not continue in JROTC if such activity is student led. Instructors engaged in such activity will be de-certified from teaching JROTC if involved. The JROTC unit will be closed where such activity is determined to be school sponsored.

3-7 SAFETY

Cadet physical safety is always given first consideration. Strict adherence to school and command safety policies is mandatory.

3-8 WEAPONS FIRING

Air Rifle firing is permitted only during marksmanship training and competitions sanctioned by USACC. All participating Cadets must have written permission from the current principal and the Cadet's parents to participate.

3-9 POINT OF CONTACT

Chief of Training and Operations at 1-800-347-6641 or e-mail: usarmy.knox.usacc.list.hq-jrotc-training-and-ops@army.mil.

3-10 REFERENCES

Army Regulation 145-2 and Cadet Command Regulation 145-2



Email Training & Operations Division



The U.S. Army National Raider Championships in Molina, Georgia

UNIT MANAGEMENT

The school Principal is ultimately responsible for the operation and management of the Army Junior ROTC unit at the school. His/her participation with the program is critical to the success of the unit.

4-1 SCHOOL SUPPORT

The school should promote the success of JROTC and support JROTC community activities. Examples of this include, but are not restricted to, promoting partnerships with support organizations (e.g., the Veterans of Foreign Wars, American Legion, Military Order of World Wars, etc.), scholarship and grant requests for JROTC, co-curricular activities, advocating for credit other than elective (e.g., Civics credit, Health credit, History credit, PE credit, etc.) and supporting Junior Achievement partnerships and supporting college credit for JROTC instruction. Additionally, the school must provide transportation to JROTC activities equitably with other academic and co-curricular activities.

4-2 RECURRING REPORTS

The Cadet Enrollment, Ethnic Data/School-Unit Information and Intentions of Graduates Reports are due to the USACC JROTC Directorate, no later than 15 October annually. These reports provide program updates on instructors, Cadet enrollment, school information and student demographics used to determine unit funding and instructor authorizations. Information used to complete reports will be based on the unit's status as of 1 October.

4-3 UNIT RETENTION

Requirements of the contractual agreement between the Army and the school district must be adhered to. Compliance is checked annually. School officials are notified in writing, by the Director of Army JROTC, of the specific nature of deficiencies, when a visit or review indicates the school is not meeting required standards. Schools must maintain a Cadet population of 100 students or 10% of the school population.

Cross-enrollment is the population of Cadets who are enrolled in a school other than a feeder school and does not have a host JROTC program. Instructors will not instruct at a facility other than the host school. The Army has an inspection program for JROTC, which annually rates the School Program, the DAI offices and the Corps of Cadets. If the administration, instructors or DAI are found to be deficient in any area, they will be placed on probation. These probations will not affect the results of the Cadet inspections and reports. The inspections and reports for the Cadets will determine the rating of the unit. However, if the Cadets fail to meet the minimum standards, the unit will be placed on probation.

4-4 ADVERSE ACTIONS

Schools with JROTC units are bound by a mutually executed contract to comply with all provisions of the agreement. In the event a school fails to fulfill its obligations enumerated in the contract, Brigade Commanders will act in accordance with the CCR 145-2. Brigade Commanders may recommend probation for schools not in compliance or recommend disestablishment if the school is unable or unwilling to fulfill their responsibilities as outlined in the contract.

4-5 ADMINISTRATION

Units will organize, maintain and dispose of files in accordance with Army guidance. Unit files normally consist of administrative records, supply and equipment records and Cadet academic

or personnel records. The accountability of equipment, curriculum and curriculum related items, uniforms and supplies funded by the Army must satisfy current JROTC guidance and be properly documented.

4-6 POINT OF CONTACT

Chief, Training and Operations at 1-800-347-6641 or e-mail:
usarmy.knox.usacc.list.hq-jrotc-training-and-ops@army.mil.

4-7 REFERENCES

Army Regulation 145-2 and Cadet Command Regulation 145-2



Garfield High School JROTC Color Guard – Los Angeles, California

LOGISTICS

The USACC JROTC Training and Operations Division provides guidance and procedures for bond/insurance certificates, supply management, uniforms, equipment, archery equipment, robotics, Raider Challenge equipment, drill rifles and air rifles for units that have a Color Guard, a Drill Team or a Marksmanship Team.

5-1 BOND/INSURANCE CERTIFICATE

Bonds or insurance exist for the purpose of safeguarding government property and must be maintained by the institutions in a current “premium paid” status at all times and designate the “U.S. Army” as the payee. Host institutions will forward a current copy of a bond or insurance certificate to U.S. Army Cadet Command, ATTN: Army JROTC Directorate, Fort Knox, KY 40121. Oversight to ensure that all bonds and insurance are current and comply with AR 735-5 will be accomplished through scheduled inspection visits. Appointment of an Army instructor to serve as a Military Property Custodian (MPC) and oversee logistical issues will be submitted to the appropriate command headquarters within 30 days of establishing a unit or designating the instructor. The Army instructor designated as the MPC will be given one class period daily to accomplish these duties.

5-2 SUPPLIES AND EQUIPMENT

The Army shall provide instructor manuals, student materials, multimedia software, learning support supplies, IT/automation equipment and operations equipment at no cost to the school. The designated MPC will requisition, store, issue and account for all government property furnished to the institution for JROTC activities, to include demilitarized weapons, air rifles, uniforms and automation equipment. The MPC will follow procedures contained in DA Pamphlet 710-2-1, AR 710-2 and AR 735-5 for proper usage and storage of Army property.

5-3 POINT OF CONTACT

Chief, Training and Operations Division at 1-800-347-6641 or e-mail:
usarmy.knox.usacc.list.hq-jrotc-training-and-ops@army.mil.

5-4 REFERENCES

Army Regulation 145-2, Army Regulation 710-2, Army Regulation 735-5, DA Pamphlet 710-2-1, and Cadet Command Regulation 145-2



Lexington Senior High School JROTC Color Guard – Lexington, North Carolina

CURRICULUM

The Curriculum Guide provides the minimum requirements for the successful implementation of the JROTC program. It contains the “Desired Learning Outcomes” of the JROTC program that support the mission, “To Motivate Young People to be Better Citizens.” JROTC Cadet training must be challenging, dynamic, interesting and inherently educational.

Instructors and Cadets are encouraged to enrich and expand learning by seeking out additional learning materials that align with the JROTC program outcomes, core abilities and competencies. Education and training must be properly sequenced and progressive in nature over the course of the Cadet’s career.

6-1 THREE COMPONENTS OF THE JROTC CURRICULUM

1. **Lesson Competencies.** Each Lesson Plan includes targeted competencies for each lesson of the curriculum. They describe discipline-specific measurable and observable skills, knowledge and attitudes. They also provide the specifications for assessing mastery of a competency (criteria and conditions).

Cadets demonstrate they have learned competencies by applying them. They are required to complete one or more of the following in each lesson:

- Make a decision
- Perform a skill
- Perform a service
- Solve a problem
- Create a product

2. **Core Abilities.** The Core Abilities every Cadet needs for success are a result of the goals and values that drive the JROTC program. These abilities are cultivated through the JROTC curriculum. JROTC Core Abilities are:

- Apply critical thinking techniques
- Build your capacity for life-long learning
- Communicate using verbal, non-verbal, visual and written techniques
- Do your share as a good citizen in your school, community, country and the world
- Take responsibility for your actions and choices
- Treat self and others with respect

3. **Program Outcomes.** Program Outcomes describe what learners will know and be able to do upon successful completion of the program. They provide documentation of growth and development of the student and program for re-accreditation purposes. Army JROTC Program Outcomes include:

- Act with integrity and personal accountability as you lead others to succeed in a diverse and global workforce
- Engage in civic and social concerns in the community, government and society
- Graduate prepared to succeed in post-secondary options and career pathways
- Make decisions that promote positive social, emotional and physical health
- Value the role of the military and other service organizations

6-2 CURRICULUM

The JROTC program is a cooperative effort on the part of the Army and the host institution to provide secondary school students with opportunities for total development. The Army JROTC curriculum is sequenced and consists of 4 Unit/LET levels that build upon each other. The advancement from Unit/LET level must be completed in sequence. The sequencing within a Unit/LET level can be rearranged to meet the Instructor and/or situational needs of the classroom. A Unit/LET level should not be completed in one semester. There are enough approved electives for Instructors to use in addition to core required hours to teach in a school year.



“The Emerging Leader” (Unit 1/LET 1): 68 Contact Core Hours. 51 Recommended Lab Hours.

This course is the first of the four core courses in the Army JROTC program. This course supports 22 lessons designed for first-year Cadets. Because the central focus of the JROTC program is to help develop strong leaders and model citizens, the first-year Cadets are introduced to content that will help their inner leader to emerge. The knowledge, skills and abilities acquired in this unit are covered in six chapters.

“The Developing Leader” (Unit 2/LET 2): 73 Contact Core Hours. 42 Recommended Lab Hours.

This course builds upon the mastery of LET 1 skills and abilities, providing Cadets with new and more challenging opportunities in leadership development. There are 24 active-learning lessons within eight chapters.

"The Supervising Leader" (Unit 3/LET 3): 59 Contact Core Hours. 54 Recommended Lab Hours.

This course builds upon the mastery of LET 1 and 2 skills and abilities, providing Cadets with new and more challenging opportunities as a leader by overseeing planning, project implementation and team personnel. Cadets at this level can acquire battalion staff positions and responsibilities and help integrate improvements in the local JROTC program and community. There are 20 active-learning lessons within seven chapters.

"The Managing Leader" (Unit 4/LET 4): 30 Contact Core Hours. 38 Recommended Lab Hours.

This course provides Cadets multiple opportunities to manage and lead in the battalion, in the school and in their respective communities. The LET 4 Cadet is ready to assume responsibilities and manage others. There are 12 active-learning lessons within six chapters.

6-3 CURRICULUM FRAMEWORK

Chapter	Year 1	Year 2	Year 3	Year 4
JROTC Foundations	X			
Leadership Development		X	X	X
Personal Growth and Behaviors	X	X	X	X
Team Building	X	X	X	X
First Aid		X		
Decision Making	X	X	X	
Health and Fitness	X	X	X	X
Service Learning	X	X	X	X
Government and Citizenship		X	X	X

6-4 ELECTIVE LESSONS

The JROTC curriculum contains elective lesson resources to enhance the core curriculum content. These can be used to address new areas of content as required by their school or district and to increase the contact hours necessary for a one-credit high school course. These additional elective lesson resources are for Army JROTC use and schools may not use these resources for other purposes.

6-5 LEARNING STRATEGY

The core curriculum is taught using the 4-phase lesson plan which requires the Cadet to inquire, gather, process and apply known and learned information. The JROTC curriculum provides assessment tasks to serve as tools for verifying and documenting Cadet competencies. These

assessment tasks will provide feedback to instructors and give Cadets the tools necessary to develop learning strategies.

6-6 JROTC CO-CURRICULAR EVENTS

In addition to focusing on citizenship and academic achievement, the Army JROTC program also provides a team-based environment which promotes self-awareness and a sense of accomplishment with a purpose. All schools will be afforded the opportunity to compete in various competitions.



The National JROTC Fitness Challenge Championships in Daytona Beach, Florida

6-7 OTHER AREAS OF SPECIAL EMPHASIS

Army JROTC has made strides and continues to expand in the Cyber-Science arena, specifically, in the areas of the CyberPatriot program and the CyberStart project. The JROTC strategic plan includes increasing the number of teams participating in the CyberPatriot program, increasing the number of Cadets who participate in the CyberStart game and researching additional Cyber-Science opportunities for JROTC Cadets through partnerships with universities, industry, scientific foundations and other governmental organizations.

6-8 MARCH2SUCCESS

This is a **free web-based platform** which offers online study materials to assist students in improving their scores on standardized tests including state exit exams, college entrance exams and the Armed Services Vocational Aptitude Battery (ASVAB). March2Success includes self-paced study programs in math, English and science with a focus on materials for grades 8-12. USACC promotes March2Success in the JROTC curriculum and instructors should recommend March2Success to Cadets and any other students that plan to apply for an ROTC Scholarship or an appointment to the U.S. Military Academy (USMA) at West Point. Students can use the program's resources to improve their SAT/ACT test scores and be more competitive for ROTC scholarship boards and USMA. It also includes information on college admissions, financial aid and how to navigate the entire college application and acceptance process.

6-9 POINT OF CONTACT

Chief, Education Division at 1-800-347-6641, option 4 or e-mail: usarmy.knox.usacc.list.hq-jrotc-education@army.mil

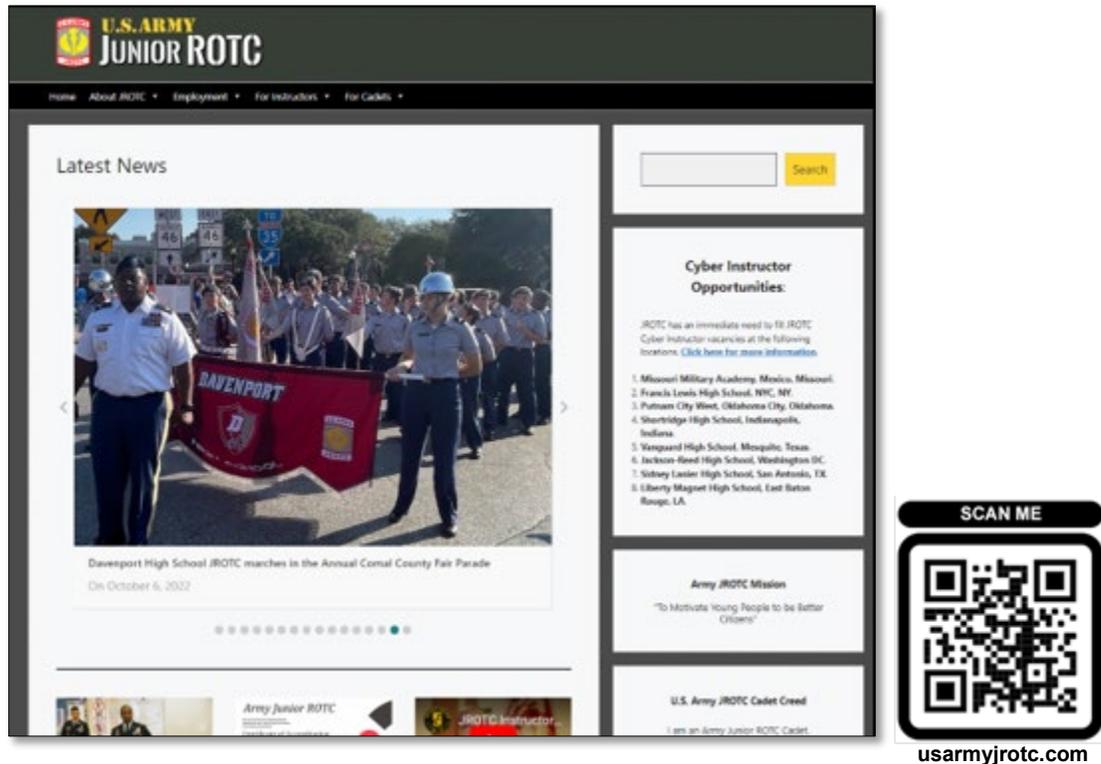
6-10 REFERENCE

Army JROTC Curriculum Guide



Email Education & Curriculum Division

JROTC PUBLIC WEBSITE



www.usarmyjrotc.com

The U.S. Army JROTC public website provides program information and resources to the public and USACC JROTC units worldwide. It includes the program's history and purpose, national event information and photos, employment information and instructor vacancies, news stories and recognition, extensive curriculum information and support documents for instructors and resources for JROTC Cadets.

6-1 AUDIENCE

The webpage audience includes educators, parents, potential JROTC Cadets and Instructors and all members of the public who want to learn about the program. In addition, current JROTC Cadets and Instructors benefit from the variety of resources.

6-3 CADET NEWS AND RECOGNITION

The webpage provides JROTC Instructors with the opportunity to recognize Cadets' achievements and program activities on the national stage.

6-3 NATIONAL EVENTS

The webpage includes information, photos and videos of the many exciting events that JROTC Cadets have the opportunity to experience. Visitors can learn about events such as JLAB, JCLC, the National Raider Challenge, the VEX Robotics World Championship, and the National Drill Team Championship.

6-4 EMPLOYMENT

The webpage includes information on the instructor application process, employment forms, CNACI process, pay calculator, instructor vacancies, and the latest employment news and alerts from the Army JROTC Instructor Management Division.

The JROTC Pay Calculator helps potential instructors estimate their pay and see the cost-share between the school and the Army.



Open Pay Calculator
on usarmyjrotc.com

6-5 INSTRUCTOR RESOURCES

This section of the webpage provides documents and information to support instructors with all areas of their program. This section includes curriculum download, instructor eLearning course information, technology support videos and helpdesk contacts, files and forms for equipment lifecycle and supplies, instructor best practices, safety documents, a library of U.S. Army forms and publications and downloadable posters and images for use in the classroom.

6-6 CADET RESOURCES

This section of the webpage includes downloads and resources, essay contests and a tool to organize the ribbons on their JROTC uniforms.

6-7 POINT OF CONTACT

Chief, Training and Operations Division at 1-800-347-6641 or e-mail:
usarmy.knox.usacc.list.hq-jrotc-training-and-ops@army.mil.

6-8 REFERENCES

Army Regulation 145-2 and Cadet Command Regulation 145-2

ACRONYMS AND ABBREVIATIONS

ACU

Army Camouflage Uniform

AI

Army Instructor

AR

Army Regulation

C/ASU

Cadet Army Service Uniform

CCR

Cadet Command Regulation

CNACI

Child Care National Agency Check and Inquiries

DA

Department of the Army

DAI

Director of Army Instruction

DD

Department of Defense

DoD

Department of Defense

DODI

Department of Defense Instruction

HQDA

Headquarters, Department of the Army

JCLC

JROTC Cadet Leadership Challenge

JCIMS

JROTC Command and Information Management System

JUMS

JROTC Unit Management System

JROTC

Junior Reserve Officers' Training Corps

LET

Leadership Education and Training

MPS

Military Property Specialist

NDCC

National Defense Cadet Corps

SAI

Senior Army Instructor

SIR

Serious Incident Report

STEM

Science, Technology, Engineering and Mathematics

USACC

United States Army Cadet Command



CADET CREED

I am an Army Junior ROTC Cadet.

I will always conduct myself to bring credit to my family, country, school, and the Corps of Cadets.

I am loyal and patriotic.

I am the future of the United States of America.

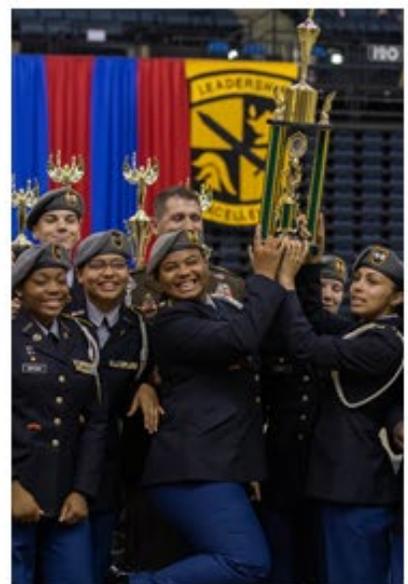
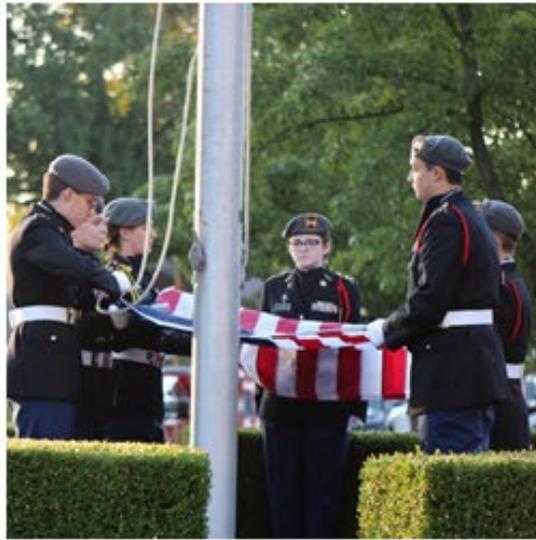
I do not lie, cheat, or steal and will always be accountable for my actions and deeds.

I will always practice good citizenship and patriotism.

I will work hard to improve my mind and strengthen my body.

I will seek the mantle of leadership and stand prepared to uphold the Constitution and the American way of life.

May God grant me the strength to always live by this creed.



Learn more about U.S. Army JROTC by visiting our website usarmyjrotc.com or by calling 1-800-347-6641

